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THE ESTABLISHMENT OF A SCHOOL CODE FOR THE TOWN OF WESTFORD, MASSACHUSETTS

Submitted by

Gordon Colborn Getchell

(B. S. Ed., Salem Teachers College, 1937)

In partial fulfillment of requirements for

the degree of Master of Education

1946

First Reader: W. Linwood Chase, Professor of Education

Second Reader: William C. Kvaraceus

TABLE OF CONTENTS

TABLE OF CONTENTS

LIST OF TABLES

LIST OF TABLES

CHAPTER I

INTRODUCTION TO THE PROBLEM

The Westford School Department, while it functions very smoothly and efficiently, has never had a complete set of Rules and Regulations to guide it. The School Committee had recently decided it should have a Code of this kind. Having fully realized their desire, the writer, an elementary principal in that town, has attempted to formulate a complete Code for them.

It therefore became the problem of the author to:

1. Become thoroughly conversant with the literature in the field.

2. Ascertain what is now being used as school board rules by the towns of Middlesex County.

3. Classify, accept, reject, revise and add to the rules thus found in use in Middlesex County.

4. Ascertain the present educational practices of Westford as found in the school board minutes and as presented by the superintendent.

5. Combine the Westford educational policies with those recommended by authorities and also with those desirable practices found in the rule books of the towns of Middlesex County.

CHAPTER II

REVIEW OF THE LITERATURE

Much has been written by various authors in the field of School Board Rules and Regulations. However, most of these studies have been written from the point of view of the large, city school systems. In examining these various writings, it became apparent to the author that the general principles and policies established in these studies are applicable to any school system, large or small. Even the sample rules and regulations, as complex and complete as many of them are, can be adapted to any size school system. It therefore became the problem of the author to examine all rules in their entirety, classify their contents, retain or reject parts of this classification, and then write a workable set for the approval of the Westford School Committee.

The most comprehensive and useful source of help to the author was a book by Jesse B. Sears.[1] This work is an analysis of the nature, placement and flow of authority and responsibility in the management of a city school system. While this book covers many types of administrative controls, it is particularly valuable as a guide in establishing a set of Board Regula-

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tions. He cites and describes nineteen previous studies of Board Rules, the results of which he summarizes in a set of Guiding Principles:

1. Rules and regulations must be consistent with law and should be clear and concise in statement.
2. The basic principles of school administration must be applied at all points.
3. The function of a book of rules and regulations is to establish policies and to fix major purposes, plans, and procedures; it is not concerned with minor purposes, methods, devices, or machinery.
4. The organization of the book of rules and regulations should be based upon a clear analysis of the functions to be performed and should take into account facility and convenience in consulting it.
5. Responsibility and rights should be clearly fixed in all major features of the service.
6. Rules and regulations should be formulated under guidance of the superintendent by those who are to apply them; they should meet full approval of the superintendent and the board of education and be formally enacted by the board.
7. Provision for amendment of the rules should be included in the rules, and at intervals of three years a thorough review and revision should be carried out.
8. The book of rules may wisely include as supplements certain basic provisions from the constitution and statutes, and where any rule is specially related to a given section of the school code, reference to such section should be made.
9. Organization charts may be used to advantage in explaining placement of and cleavages in authority and responsibility of officers.
10. An analytical table of contents and an index to the rules should be included as essential features of such a code.[2]

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tioned principles and concludes by offering a sample set of rules and regulations which, in a concrete way, clearly illustrates his ten Guiding Principles.

It is the opinion of the writer that the aforementioned book is by far the most useful reference available today in regard to the preparation of a set of rules and regulations. It would have been extremely valuable to the author had it been available to him before starting the actual School Code for Westford. However, the author was compelled by the pressure of time, to start and complete the Westford Code without the benefit of this work of Sears. When the book became accessible, it was gratifying to know that the ten Guiding Principles of Sears had been adhered to throughout the construction of the Westford Code. Factors which guided the author along lines similar to those of Sears were arrived at through the examination of present rules in use by various towns of Middlesex County, making use of their strong points and correcting their deficiencies. The technique used is fully explained in Chapter III of this thesis.

Perhaps the most modern and latest discussion of School Board rules and regulations is contained in the Twenty-Fourth Yearbook of the American Association of School Administrators.[3]

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In this work is presented an additional point-of-view not offered by other writers. The subject of "By-Laws" is discussed very completely with the conclusion that inasmuch as the by-laws of a Board govern only the routine, everyday workings of the group and seldom, if ever, need revision, they should therefore, be kept separate from the rules and regulations as this latter group should be revised frequently in order to be kept up to date. It is recommended that this revision take place every five years. To facilitate this revision, the suggestion is made that the rules and regulations be in loose-leaf form to which supplements may be added. If the rules are in bound form, blank pages should be provided at the end on which revisions and additions may be made.

The authors of this Yearbook reach the same conclusion that so many others have also reached in regard to the laying down of detailed, minute procedures, recommending that:

> "It therefore seems wise for a board to include only the most important items in the rules and regulations, leaving to administration the responsibility for deciding specific problems in harmony with the broad principles laid down."[4]

Immediately upon the adoption of a set of rules and regulations by the board, it then becomes the duty of the superintendent to publicize and carry out the policies in the spirit in which they were written. However, to prevent the possibility of the wrong interpretation being placed upon these rules, he

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should write in the forward of the manual the following information:

1. Emphasize that the manual does not provide definite and final answers to all questions of policy and procedure.
2. Call upon all employees to accept responsibility for the intelligent study and interpretation of the general rules in relation to the needs of those with whom they work.
3. Call for their application to the problems which arise.
4. Call upon the employees to bring attention to any regulations which violate the educational purposes of their schools.[5]

In developing a set of rules and regulations, a school board should be careful that no questions of legality can be raised concerning its ability to enforce these rules. However, a board need not have too great concern in regard to this, provided its rules are reasonable, so says Newton Edwards.[6] He continues;

> "The courts are, indeed, very reluctant to declare a board regulation unreasonable. They will never substitute their own discretion for that of the school authorities: the enforcement of a rule will never be enjoined because, in the opinion of the court, the rule is unwise, or inexpedient; a rule will not be set aside unless it clearly appears to be unreasonable."

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It was the experience of the author while writing this Code for the Town of Westford that it is a far better policy for the board, a legislative body, to only establish broad, general policies in setting down its rules. These, once established are more or less permanent and not easily changed. The more detailed, minute items are questions of administration and can be easily changed to fit any given situation that might arise.

A study and investigation into the reasonableness of school board rules is presented by Supt. R. E. Cralle.[7] This study cites many actual case histories of court proceedings involving school boards. From these case histories Cralle offers a summary in which he sets the school board's authority for making rules, a criteria for reasonableness of school board rules and the liability of school boards for unreasonable rules. This summary is an excellent guide when establishing a new set of rules.

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One of the most valuable articles to the author was a study conducted by Froseth and Troxel[8] in which they made an analysis of the rules and regulations of cities of 2500-10,000 population in twelve mid-western states. This included 461 cities of which 270 replied to the questionaire. The information from these questionaires was then condensed and organized into such sections as the physical format of the books of rules received as well as classifying the numerous items into 32 major topics. It was the experience of these two men that the small cities tended to include too much detail in their codes. This is in keeping with the results of a study conducted by Melby[9] in the larger cities who found the rules much better organized and little or no attention given to questions of administration. After establishing the policy that the school board is the legislative branch, Froseth and Troxel than go on to offer an excellent, recommended Code of By-Laws. This is a sample set and one that the author believes could be used with safety by any small school system. In fact, Froseth and Troxel found in their study that rules for small cities could be easily adapted to larger ones and vice versa.

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Eginton's[11] study of rules and regulations may serve as an excellent guide to help a board devise a new set of rules. He carefully outlines the preliminary steps that a board should use before attempting to write a code. These include:

1. The appointment of a special subcommittee if the board is large.
2. The superintendent should always be an advisory member.
3. Other members of the local staff or outsiders should be called in as the need arises.
4. Rules and regulations of school systems of merit should be studied.
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7. Final adoption should rest with the board as a whole.
8. Provision should be made for an annual thorough check-up.

He then continues into a complete discussion and listing of what rules must include. The functions of the board and superintendent are clearly stipulated as are the detailed matters to be included in the rules. This latter part is to all intents and purposes a model set of rules in that it presents in outline form all the items that Eginton believes should be included in a modern, workable school code.

In a paper presented by Cecil D. Hardesty,[12] at the April, 1942 convention of the California Association of Public School Business Officials a very complete discussion of the value and function of school board rules is offered along with procedures useful in establishing rules and regulations. Superintendent Hardesty states that a well-planned set of rules will:

1. Reduce board action.
2. Settle problems at the source.
3. Aid in training new employees.
4. Help new board members.
5. Act as a legal safeguard.

In the preparation of a set of rules, it is suggested

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Where the school situation has the necessary personal working relationships, it is frequently practical to start a book of rules by going about the problem directly, writing the regulations that seem necessary to cover the particular problems of the town. However, it is necessary that a system of organization be planned in order to facilitate the using of the rulebook. Hardesty suggested following the pattern established in the school budget, using the code system of the accounting manual for numbering items.

In the adoption of new policies, Hardesty fully discusses the folly of haste and cautions against snap judgments when making new policies. He even suggests that a board be required to spend two meetings in planning a change in policy.

He concludes by suggesting that rulebooks should be printed in order to lend dignity to the board policies. The binding of it is optional. Where the publication is limited to a statement relative to the board organization and board pro-

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An excellent discussion of the philosophy and legal status of school board rules and regulations, especially valuable to one who is codifying a set for a given system, is presented by Morris S. Isseks[13] who is himself codifier for the Portland, Oregon School Department. Isseks believes that perhaps the greatest value of a codified set of rules is that it makes a member of a system familiar with the powers and duties of all other members of the system. They can better understand each other's problems thus being able to work as a unit. Teachers should be familiar with all the items which concern the educational department whether they are the duties of the superintendent, the directors of specific departments, or the activities of a special school. This is equally true with new board members. The personnel of a school board changes periodi-

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Melby[14] states that any school system when formulating a school code should first establish a set of guiding principles and then suggests the following set of his own:

1. Rules should be formulated in language clearly understandable.
2. Rules should define clearly the duties and responsibilities of individuals and groups of individuals within the system.
3. Rules should be consistent with the law.
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6. Rules should not restrict or kill initiative.
7. Rules should encourage individuals to feel free to act within certain defined limits.
8. Rules should be workable.
9. Rules and regulations should be framed by the executive and his professional staff of the system and approved by the directing board.

He then suggests three important steps in the preparation of rules and regulations. They are as follows:

1. Application of the desired administrative principles of local conditions.
2. The expression of these principles in a set of guiding principles which will be known as "Rules and Regulations."
3. Careful and scientific analysis of the duties and responsibilities of all employees, such analysis to be followed by the preparation of written instructions covering performance of duty.

Melby concludes with an excellent, carefully detailed check list for the preparation of rules and regulations. This is by far, one of the most valuable sections from the point of view of a person trying to organize a school code. This section can serve very well as a standard for the guidance of any codifier.

Finally Melby offers an entirely different idea in the analysis of the different work of the various school employees and suggests various industrial techniques to be used. He then presents the job analysis method used in industry and states that it could very well be used in the field of educational administration.

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1. Application of the desired administrative principles of local conditions.
2. The expression of these principles in a set of guiding principles which will be known as "Rules and Regulations."
3. Careful and scientific analysis of the duties and responsibilities of all employees, such analysis to be followed by the preparation of written instructions covering performance of duty.

Melby concludes with an excellent, carefully detailed check list for the preparation of rules and regulations. This is by far, one of the most valuable sections from the point of view of a person trying to organize a school code. This section can serve very well as a standard for the guidance of any codifier.

Finally Melby offers an entirely different idea in the analysis of the different work of the various school employees and suggests various industrial techniques to be used. He then presents the job analysis method used in industry and states that it could very well be used in the field of educational administration.

A very useful pamphlet to be used as a guide in the establishing of a School Code, is a free publication of the Mass-

achusetts State Department of Education entitled Massachusetts Public School Administration: A Manual for the Use of School Committees and Superintendents of Schools in Determining and Meeting Their Respective Duties and Responsibilities.[15] This bulletin suggests and discusses section by section, a standard set of committee rules and regulations. A description of this bulletin is best stated by quoting from the Preface:

> "The suggestions contained in this manual are based upon the best practices as found in the majority of towns and cities in Massachusetts. The manual contains the results of the concerted efforts and thoughts of representatives of the Department of Education, school committee members, and superintendents of schools.
>
> It is the purpose of this manual, without attempting to interpret the laws relative to education, to present in convenient and compact form for the use of the school officials, the generally accepted procedure in school administration; to establish uniform practices throughout the Commonwealth in the conduct of school business; and to define the individual and joint activities, duties, responsibilities and powers of the several administrative officers in the public school system."

It is noteworthy that the vast majority of the preceding references list magazine articles in preference to textbook selections. It was the experience of the author that for a topic of this kind, textbook selections tended to be too general and abstract, while magazine articles, being written by persons actively engaged in the field of school administration, are more

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[15] "Massachusetts Public School Administration:A Manual for the Use of School Committees and Superintendents of Schools in Determining and Meeting Their Respective Duties and Responsibilities," Number 11, Whole Number 289 (Boston, Massachusetts; Massachusetts Department of Education, 1936)

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concrete and specific. The plans presented in these magazine articles have added value in that they have all been tried and are in actual practice.[16]

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[16] For further references, the reader is referred to a bibliography, obtainable free of charge, entitled "References on Rules and Regulations of Boards of Education," and published in April, 1944 by the Research Division of the National Educational Association of the United States, 1201 Sixteenth Street, Northwest 6, Washington, D. C.

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CHAPTER III

PROCEDURE IN BUILDING A CODE

Inasmuch as Westford is situated in Middlesex County, a large county in area and having many communities classed as towns, it was decided to survey the towns of this county in order to ascertain what they now had as regular codified set of rules and regulations. In this survey it was originally planned to contact only towns of Westford's own size - under 5000. However after a study of the literature in the field, it became the opinion of the writer that any well-made set of rules and regulations, whether for large or small towns, can, with modifications offer suggestions usable in the formation of a set for a given town. Accordingly, the original plan was changed and regardless of population, thirty-four towns of Middlesex County were contacted. This was accomplished not through a questionaire, but by a letter addressed to the various superintendents. The letter was as follows:

SARGENT SCHOOL

GRANITEVILLE, MASS.

December 7, 1945

Superintendent of Schools,
Town of X, Massachusetts

Dear Sir:

As partial fulfillment of the requirements for the degree of M. S. Ed. at Boston,

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BANGERT SCHOOL

GRANITEVILLE, MASS.

December 7, 1945

Superintendent of Schools,
Town of X, Massachusetts

Dear Sir:

As partial fulfillment of the requirements for the degree of M. S. Ed. at Boston,

University, I am endeavoring to write a service paper which I hope will fill a long-felt need here in my own school system of Westford, Massachusetts.

The Westford School Department, while it functions very smoothly and efficiently, has never had a complete set of Rules and Regulations to guide it. The School Board now believes that it should have a set of these rules. To guide me I am writing to the superintendents in all the towns of comparable size in Middlesex County in order to find out what they have for Rules and Regulations of their School Boards. In this way I hope to discover different trends. These I intend to check against various standards and eventually arrive at a complete and workable set for the town of Westford.

If your school system has a set of this kind, I would appreciate it greatly if you would please mail me a copy, using the enclosed stamped and self-addressed envelope.

Thanking you in advance for any assistance you may be able to give me, I remain,

Very truly yours,

/s/

Gordon C. Getchell
Principal

In answer to the above letter, the author found that only six towns had any formulated codes. These were gladly sent by the respective superintendents. As these rules were received, each set was thoroughly checked and every main heading was noted in the order of its appearance. When a set was received having new headings not already listed, these new headings were added to the list. Thus a master list of all six towns was obtained. Items already listed were merely checked against the proper headings. In this way the following list was obtained:

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TABLE I

TOPICS COVERED BY SCHOOL BOARD RULES FROM SIX TOWNS OF MIDDLESEX COUNTY

Topics Covered by Rules	Towns A	B	C	D	E	F	Tot. No. Towns
1. Organization and Procedure in board meetings.	X	X	X	X	X	X	6
2. Superintendent	X	X	X	X	X	X	6
3. Teachers	X	X	X	X	X	X	6
4. Pupils						X	1
5. Medical inspection		X		X	X		3
6. School Nurse		X		X	X		3
7. Truant Officer				X	X	X	3
8. Janitors		X	X	X	X	X	5
9. Use of School Buildings by Outside Organizations		X					1
10. Budget		X					1
11. Principals			X	X	X	X	4
12. Amendments		X				X	2
13. Ordering of Supplies						X	1
14. Absence and Sick-Leave Benefits			X				1
15. Physical Education					X		1
16. Vaccination					X		1
17. Admission and Assignment of Pupils to Classes		X			X		2
18. Supervisory Service				X	X	X	3
19. Pay Days			X				1

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4. Pupils						X	1
5. Medical Inspection		X			X		3
6. School Nurse		X			X		3
7. Truant Officer			X		X	X	3
8. Janitors	X	X	X	X	X	X	5
9. Use of School Buildings by Outside Organizations		X					1
10. Budget		X					1
11. Principals			X	X	X	X	4
12. Amendments		X				X	2
13. Ordering of Supplies						X	1
14. Absence and Sick-Leave Benefits			X				1
15. Physical Education					X		1
16. Vaccination					X		1
17. Admission and Assignment of Pupils to Classes		X			X		2
18. Supervisory Service				X	X	X	3
19. Pay Days			X				1

TABLE I (continued)

Topics Covered by Rules	Towns A	B	C	D	E	F	Tot. No. Towns
20. Hours of School Day		X			X		2
21. School Bus Regulations		X		X	X		3
22. Pensions			X				1
23. Complaints	X	X			X		3
24. Educational Objectives			X				1
25. Teaching Techniques and Procedures			X				1
26. Common Daily Practices			X				1
27. Financial and Contractual Arrangements			X				1
28. Professional Study			X				1

Upon completion of the aformentioned table, a conference was held with the Superintendent of Schools of Westford, Massachusetts. Each of the twenty eight items was thoroughly discussed as to their desirability and usefulness to the Westford School System, paying particular attention to items included by a majority of the towns. A grouping of the desirable items was then made and a general plan, applicable to the Westford Public Schools was decided upon. This was as follows:

1. Letter of approval by the chairman of the School Committee.
2. Legal opinion of the Town Counsel.
3. Table of Contents.
4. Preamble.
5. Chapter I. The School Committee
6. Chapter II. The School Personnel
   a. The Superintendent
   b. The Principals

TABLE I (continued)

Topics Covered by Rules	Towns A	B	C	D	E	F	Tot. No. Towns
20. Hours of School Day		X			X		2
21. School Bus Regulations		X		X	X		3
22. Fencing			X				1
23. Complaints	X	X			X		3
24. Educational Objectives			X				1
25. Teaching Techniques and Procedures			X				1
26. Common Daily Practices			X				1
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f. Health Officers
g. Supervisors of Attendance
7. Chapter III. School Transportation
8. Chapter IV. Use of School Buildings
9. Chapter V. School Athletics
10. Index

During the formation of the above general plan the question arose as to what the Westford rules should be called. It became a choice between calling them "Rules and Regulations" or "A School Code". It was finally decided that the name "Rules and Regulations" sounded too legalistic, autocratic, and inflexible, while "A School Code" implied school policies, democracy, and flexibility, if so desired. Hence the title, "A School Code for the Public Schools of Westford, Massachusetts."

With the final decision to use the above general plan, it then became necessary to re-examine the six sample sets of rules in order to ascertain what they included under the above main headings. When these complete break-downs were finished, further conferences with the superintendent then became necessary. Many of the detailed items were discarded as being not school board policies but questions of administration. Some were also discarded as not being applicable to Westford. To those remaining were added new ones as being peculiar to Westford. Inasmuch as this was to be a School Code, some items of detail were included in order to, as stated in the Preamble, "Facilitate the induction of new officers and employees". This was

c. The Teachers
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believed necessary, since Westford, being a small town with a limited budget, has a considerable turnover of employees during a year's time, losing them to better paying positions in larger towns and cities.

The final result of this breaking down of the aforementioned main headings is as follows:

TABLE II

TOPICS COVERED BY SCHOOL BOARD RULES FROM SIX TOWNS OF MIDDLESEX COUNTY AND USED IN THE WESTFORD CODE

Main Headings	Items of Six Towns	Items Discarded	Items Added	Items Inc. in Code
I. The School Committee	30	11	11	30
II. School Personnel				
a. Superintendent	53	18	0	30*
b. Principals	40	14	0	22*
c. Teachers	70	25	1	46
d. Pupils	12	2	6	16
e. Custodian	43	20	0	13*
f. Health Officers	29	29	General statement of duties made.	
g. Sup'r of Attendance	8	3	0	13*
III. School Transportation	15	3	0	10*
IV. Use of School Buildings	22	6	0	4*
V. School Athletics	-	-	4	4

* This figure is less than the difference between the number of items included by the six towns and the number of items discarded by Westford. This is due to the fact that some items were combined.

With the final selection of the detailed items made, it then became the task of the author to organize and write a Code for Westford. The information to be included in these items was obtained from three sources:

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1. Conferences with the superintendent.
2. Minutes of previous school committee meetings.
3. Outside sources - books, magazines, sample sets, etc.

As each section was completed by the author and approved by the superintendent, it was submitted for discussion, revision and approval, to the respective section of the school personnel concerned., i. e. principals, teachers, custodians, etc.

After a discussion of the section of the Code by these groups it was then examined by the Town Counsel and the School Committee. The results of these examinations are included in Chapter IV of this thesis.

CHAPTER IV

RESULTS OF STUDY

It was originally planned that as each main section of the Code was completed, it was to be submitted to the Committee for discussion, revision and approval. However, owing to the pressure of other business, it was impossible for the Committee to do this. It was therefore necessary to have a special meeting of the Committee at which time the entire code was discussed. It is advised that this plan not be followed by others as the complete set is too difficult to analyze completely at one meeting, even though copies of the Code were at the Committee's disposal one month in advance. It is the opinion of the author that the Committee can give more complete, fairer, more impartial consideration of the Code if it considers it by one or two sections at a meeting.

In order to assist the reader in following the comments of the School Committee and the Town Counsel made as they examined the Code, the final form of the Westford Code is here presented:

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A SCHOOL CODE FOR THE PUBLIC SCHOOLS OF WESTFORD, MASSACHUSETTS ADOPTED BY THE WESTFORD SCHOOL COMMITTEE JUNE 17, 1946

TABLE OF CONTENTS

TABLE OF CONTENTS

TABLE OF CONTENTS
(continued)

FOREWORD

A code of School Committee rules and regulations is a necessary adjunct to efficient school administration. It sets up policy for all concerned, citizens, school committee, and employees. By means of such a code the citizen may acquaint himself with the organization and procedures in his schools, the school committee maintain stability and evenness in its rule, the employees carry on their duties with less confusion and distrust. In short, it provides the guidepost by which the entire school department keeps itself within due bounds.

It must be remembered that no set of rules can replace reason and judgment in our "up and coming" school system. Accordingly all employees are recommended to make an intelligent application of the policies enumerated in this code to their daily work and to new situations as they arise.

It is quite possible that from time to time some employee may discover an item which seems to conflict with the educational purposes of our schools. If so, he is requested to set in motion the machinery for reconsidering the item by the school committee. Only as all concerned share their best thinking can a code be kept up to date.

Many individuals have given of their time and effort to write this code, especially Mr. Gordon O. Gatchell, Principal, Sargent School, and Mr. Chester V. Jewett, Superintendent of Schools. The School Committee recognizes and appreciates their work. Without it the preparation of this code would be long delayed.

Frederick T. Gateley, Chairman
Retired School Committee

Lowell, Massachusetts
July 1, 1946

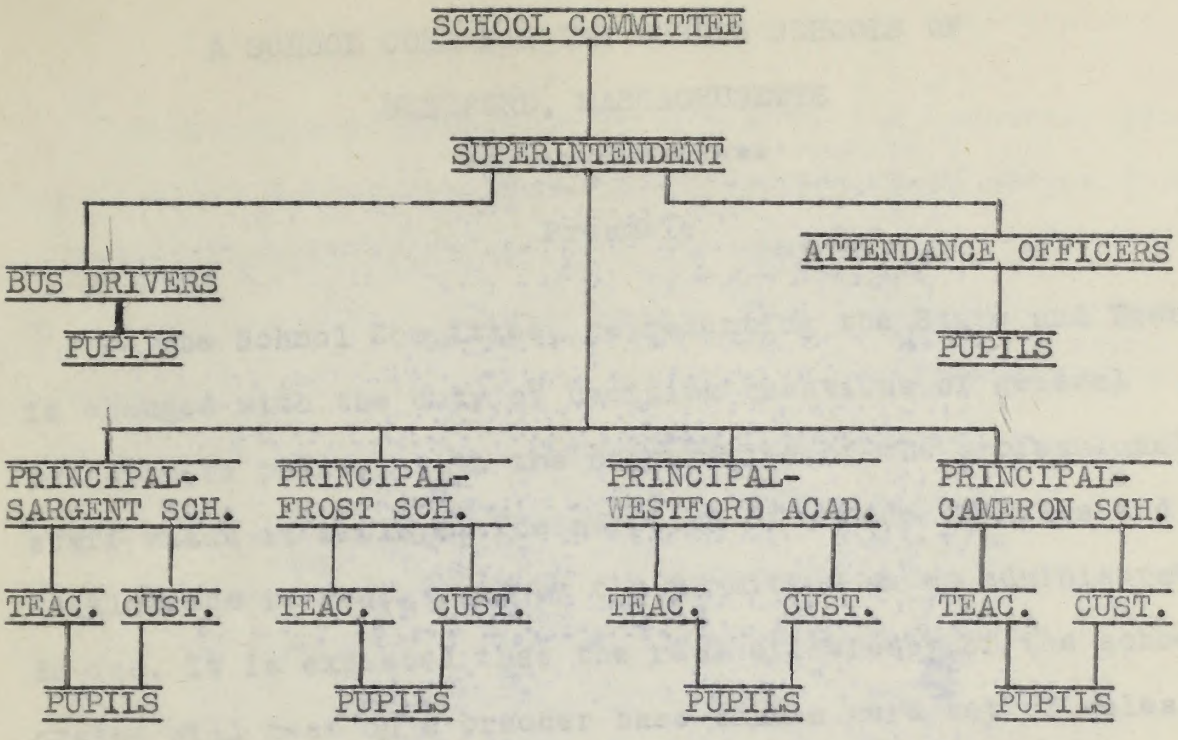
Mr. Chester V. Sweatt
Superintendent of Schools
Westford, Massachusetts

Dear Mr. Sweatt:

I have examined this school code and believe it to be a workable body of rules.

Yours truly,

Edward L. Monahan
Town Counsel



Organization of the Westford School Department

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A SCHOOL CODE FOR THE PUBLIC SCHOOLS OF WESTFORD, MASSACHUSETTS

****

Preamble

The School Committee, representing the State and Town, is charged with the duty of deciding questions of general educational policy, with the cooperation of the professional staff which it employs. The adoption of a Code of Rules and Regulations is recognized by the Committee as an administrative device. It is expected that the real efficiency of the school system will rest on a braoder base than a mere set of rules. Human factors of sympathy, cooperation, mutual understanding, and spirit to achieve a common goal are recognized as the basic sources of power in any organization.

The following school code is an attempt to codify the spirit of the above statements to best secure the efficient operation of the Westford Public Schools.

It is hoped that this Code will aid in:

1. Establishing the internal structure of the school system.
2. Guiding school action.
3. Establishing sources of authority.
4. Preventing misunderstandings.
5. Clarifying the thinking of those who issue it and those who read it.

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6. Facilitating the induction of new officers and employees.

This Code is presented by virtue of the authority granted the Westford School Committee by the General Laws of the Commonwealth of Massachusetts, Section 37, Chapter 71:

"It shall have general charge of all public schools, including the evening schools and the evening high schools, and of vocational schools and departments when not otherwise provided for. It may determine, subject to this chapter, the number of weeks and the hours during which such schools shall be in session, and may make regulations as to the attendence therein."

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Chapter I: THE SCHOOL COMMITTEE

Section 1: Meetings

Article 1. Organization: The School Committee shall organize at the first regular meeting following Town election. This meeting shall be called to order by the Secretary of by the senior member of the Committee.

Article 2. Regular Meetings: The Committee shall regularly meet on the first Monday of each month at such time and place as the Committee shall decide. The regular July and August meetings may be omitted at the discretion of the Committee.

Article 3. Special Meetings: Special meetings of the School Committee may be called by the Chairman when he deems it necessary, and shall be called by the Secretary upon the written request of three members of the Committee.

Article 4. Notice of Meetings: Notices of the time and place of the special meetings shall be mailed by the Secretary to each member at his home address at least three days preceding the date of the meeting.

Amendments to Section 1.

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Amendments to Section I.

Section 2. Organiaation of the School Committee

Article 1. Organization: The organization of the Committee shall be as follows: a Chairman and a Secretary to be elected by ballot. In the absence of the Chairman, the Secretary shall preside until a Chairman pro-tem is elected. In the absence of the Secretary, a Secretary pro-tem shall be appointed by the Chairman. In case of a vacancy, the same shall be filled by the remaining members at the next regular meeting.

Article 2. Standing and Special Committees: On all matters of major import the Committee shall appoint no Standing or Special Committees whatsoever, but shall act as a whole on such matters.

Amendments to Section 2.

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Amendments to Section 4.

Section 3. Duties of Officers

Article 1. Chairman: The Chairman shall preside at all meetings and shall have the right to vote on all matters before the Committee.

Article 2. Secretary: The Secretary shall keep records of each meeting and shall send copies of such records to each member of the Committee. These records shall be kept in a permanent record book provided for the purpose and shall contain a record of all the votes, orders, and proceedings of every meeting, both regular and special. This book, together with other papers ordered to be filed, shall be kept in the safe in the office of the Superintendent. The Secretary also shall give due notice of all special meetings and shall conduct correspondence for the Committee.

Amendments to Section 3.

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Amendments to Section 3.

Section 4. Duties of the Committee

Article 1. Duties: The School Committee, in conformity to the State Law shall have general charge of all the public schools and its duties, among others, shall be to appoint a competent professional staff, holding it responsible, through the superintendent, for carrying out the general policies adopted by the Committee, and to consider and adopt general policies for the conduct, operation, maintenance, and improvement of the schools. Sec. 37, Chap. 71 -- G. L.

Article 2. Unit Action: In performing these duties, the Committee shall act as a unit; that is, all questions shall be settled by formal vote of the Committee sitting in duly authorized meeting. The Committee may from time to time empower the Superintendent to perform such acts and delegate to him such authority as it may lawfully so do.

Article 3. Conformity to Law: All actions of the Committee must be in strict accordance with the General Laws of the Commonwealth of Massachusetts.

Article 4. Annual Budget: At the December meeting the School Committee shall act upon the Superintendent's budget recommendations and approve a budget for the ensuing year, a copy of which shall be submitted to the Finance Committee of the town within the time set therefore.

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Article 5. Annual Report: At the regular January meeting the Committee shall act upon the annual report submitted by the Superintendent. (See Chap. II, Sect. 1, Art. 2e)

Article 6. Use of School Buildings: School buildings shall not be used for other than school business except as determined by the Committee, as provided in Section 71, Chapter 71, General Laws and Chapter 193, 1935. The Committee shall make such rules and regulations as may be necessary for the use of these buildings. (See Chap. IV, this Code)

Article 7. Bills and Accounts: The Committee shall act on all the bills and accounts due and payable from the appropriation for schools and shall approve same in writing, together with the payroll of the employees. Each bill or account must be signed individually by a majority of the whole Committee. The Superintendent of Schools shall then prepare and sign a schedule of bills, which, together with the bills approved by the Committee shall be presented to the Town Accountant for action by the Board of Selectmen and payment by the Town Treasurer. Payrolls shall be prepared by the Superintendent of Schools and presented to the Committee for approval, which approval must be in writing.

Article 8. School Transportation: The Committee shall provide the transportation to and from school for certain pupils under the provisions of Section 6B,

Article 5. Annual Report: At the regular January meeting the Committee shall act upon the annual report submitted by the Superintendent. (See Chap. II, Sect. I, Art. 2e)

Article 6. Use of School Buildings: School buildings shall not be used for other than school business except as determined by the Committee, as provided in Section VI, Chapter VI, General Laws and Chapter 192, 1898. The Committee shall make such rules and regulations as may be necessary for the use of these buildings. (See Chap. IV, this Code)

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Article 8. School Transportation: The Committee shall provide the transportation to and from school for certain pupils under the provisions of Section 8B,

Chap. 71, General Laws. (See Chapter III, this Code)

Article 9. State Reports: The Committee shall transmit the following reports, required by law, to the State Department of Education. The Superintendent shall prepare the reports for the approval of the Committee. Chapter 71, General Laws.

a. List of teachers employed, October 1st, (Teachers' Retirement Board) and, first of each month, list of withdrawals, change of salary, or new teachers employed. (See Chap. II, Sect. 1, Art. 2i)

b. The Chairman of the Committee shall examine the School returns as prepared by the Superintendent and certify as to their correctness. (Sect. 3, Chap. 72, Gen. Laws.) (See Chap. II, Sect. 1, Art. 2i)

c. The Committee shall ascertain and record the names, ages, and such other information concerning the minors as may be required by the Department of Education. This information shall be contained in the annual report of the Committee. This duty may be delegated to the Superintendent. (Sect. 2, Chap. 72, Gen. Laws.) (See Chap. II, Sect. 1, Art. 2g)

d. Report of Minors Employed. Upon the receipt of the proper forms from the Department of Education, the Chairman of the Committee shall sign Part 1 of the Official Returns as prepared by the Superintendent. This must be done immediately following the close of the calendar year.

Article 10. School Registers: The Committee shall cause the teachers to faithfully keep registers of attendance daily, and make due return thereof to the Superintendent. (Sect. 8, Chap. 72, Gen. Laws.) (See Chap. II, Sect. 1, Art. 2h)

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Article 9. State Reports: The Committee shall transmit the following reports, required by law, to the State Department of Education. The Superintendent shall prepare the reports for the approval of the Committee. Chapter 72, General Laws.

a. List of teachers employed, October 1st, (Teachers' Retirement Board) and, fifth of each month, list of withdrawals, change of salary, or new teachers employed. (See Chap. 11, Sect. 1, Art. 21)

b. The chairman of the Committee shall examine the School returns as prepared by the superintendent and certify as to their correctness. (Sect. 3, Chap. 72, Gen. Laws.) (See Chap. 11, Sect. 1, Art. 21)

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Article 11. School Physician and Nurse: The Committee shall appoint a school physician and nurse and shall provide them with the facilities for carrying out their duties. This shall be done at the organization meeting in March. (Sect. 53, Chap. 71, Gen. Laws) (See Chap. II, Sect. 6, this Code)

Article 12. Mentally retarded Children: The Committee, for the purpose of providing instruction thereto, shall have annually ascertained, under regulations prescribed by the Department of Education and the Department of Mental Diseases, the number of children three years or more retarded in mental development and attending the public schools, or of school age and resident in Westford. (Sect. 46, Chap. 71, Gen. Laws.)

Article 13. Physically Handicapped Children: For the purpose of providing instruction thereto, the Committee shall annually ascertain, under regulations prescribed by the Department of Education and the Commissioner of Public Welfare, the number of children of Westford who are of school age and who are physically handicapped. (Sec. 46a, Chap. 71, Gen. Laws.)

Article 14. School Calendar: At the regular June meeting, the Committee, in conjunction with the Superintendent, shall prepare a calendar for the coming year.

Article 15. Appointment of Attendance Officers: At the organizational meeting in March, the Committee shall make the annual appointment of attendance officers for the

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ensuing year. These officers may be comprised of the Chief and regular officers of the Police Department and the School Nurse.

Amendments to Section 4.

Section 5. Rules of Procedures

Article 1. Quorum: Four members of the Committee shall constitute a Quorum.

Article 2. Parliamentary Procedure: The conduct of the meetings and the business of the Committee shall be in accordance with the rules of parliamentary practice as laid down in Robert's Manual.

Article 3. Order of Business: The Superintendent shall prepare an agenda of business according to the outline below:

a. Approval of minutes of last meeting.
b. Action on Committee rules, if desired.
c. Superintendent's items for board action including communications to committee.
d. Other business.
e. Approval and signing of bills.
f. Adjournment.

Amendments to Section 5.

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f. Adjournment.

Amendments to Section 5.

Section 6. Amendments and Suspension of Rules

Article 1. Amendments: These rules and regulations may be amended by a majority vote of the Committee, provided notice of such proposed amendment has been given at a previous meeting and a copy of the proposed amendment given to each member of the committee present at such previous meeting and a copy of such proposed amendment has been mailed at least three days prior to the meeting to any such member who was absent from such previous meeting.

Article 2. Suspension of Rules: These rules and regulations or any one or more of them may be suspended by a two-third's vote of the whole Committee.

Amendments to Section 6.

Section 7. Appeals

Article 1. Complaints: Any complaint or representation which any person desires to make about school matters shall be filed in writing with the Secretary, who shall then refer such complaint or representation to the Superintendent of Schools who shall investigate the same and report his findings and recommendations to the Committee. Any individual desiring to meet with the Committee should first make his request through the Secretary.

Article 2. Appeals: An appeal to the Committee by any teacher from any action or decision of the Superintendent shall be in writing and filed with the Secretary who shall forthwith send a copy of such appeal to the Superintendent.

Amendments to Section 7.

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CHAPTER II THE SCHOOL PERSONEL

Section 1. The Superintendent

Article 1. General Duties: The Superintendent shall be the advisory and executive officer of the Committee and under its direction shall administer and supervise the public schools of Westford, and shall have such authority over all the employees of the School Department as may be delagated to him by the Committee. He, as the "Executive officer of the Committee", shall be the professional general manager of the entire school system and he shall administer, direct, and supervise, in conformity with these rules and the spirit of the general policies adopted by the Committee and the State Law, the work and conduct of all persons employed by the Committee. He shall enforce the rules, regulations, directions, and suggestions of the Committee governing the organization, administration, conduct, operation, care and maintenance of the schools. (Chap. 71, Sect. 59, Gen. Laws.)

He shall, through attendance at educational meetings, visits to other school systems, acquaintance with modern educational literature, attendance at courses on educational subjects, conferences, and all other available means, keep in touch with and be familiar with modern educational thought and practice. He shall keep the committee informed on these matters by bulletins and may, with the approval of the Committee, make such changes in the methods of

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school management and instruction as shall seem to him best calculated to improve the efficiency of the schools, recommending to the Committee changes in general policies.

He shall attend all meetings of the Committee, but shall not remain when his own election or salary is under consideration. He shall, when the Committee requests, make any recommendations upon any matters before the Committee.

All votes, directions, or actions of the Committee, of immediate concern to pupils, parents, or teachers shall be communicated to them through the Superintendent, in writing, within seven days after the meeting of the Committee at which the action was taken.

Article 2. Administrative Duties: Following the theme of this School Code, no attempt is made by the Committee to strictly regiment the administrative duties of the Superintendent. However, a few administrative details are mentioned below as a guide to the Superintendent in carrying out his work.

a. Recommending Employees. The Superintendent is required by law to recommend the names of well-qualified persons for employment in the School Department. The Committee will then, at its discretion, elect or reject. (Sect. 59, Chap. 71, Gen. Laws.)

b. Monthly Financial Report. He shall submit to the Committee a monthly financial report showing present balances according to the items of the budget. This report for the October, November, and December regular meetings shall be supplemented by the inclusion of estimates of outstanding accounts.

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b. Monthly Financial Report. He shall submit to the Committee a monthly financial report showing present balances according to the items of the budget. This report for the October, November, and December regular meetings shall be supplemented by the inclusion of estimates of outstanding accounts.

c. Annual Budget. He shall prepare and submit in December an itemized list of estimated expenses for the School Department for the ensuing fiscal year. (Chap. 1, Sect. 4, Art. 4)

d. Publicizing the School Code. It shall be the duty of the Superintendent to aquaint the school personel with the provisions of this code.

e. Annual Report. The Superintendent shall, at the January meeting, submit to the Committee for its approval, a written report of the general condition of the schools with suggestions which he deems worthy of consideration for the improvement of the school system. He shall also transmit two copies thereof to the Commissioner of Education on or before April 30th. (See Chap. 1, Sect. 4, Art. 8.) (Sect. 4, Chap. 72, Gen. Laws.)

f. Working Permits. He shall issue during the school day, employment permits in compliance with the General Laws, Chapter 149, Section 88, 89.

g. School Census. The Superintendent shall see that the school census is taken during the month of September and a report made to the Committee at the regular November meeting. (Sect. 2, Chap. 72, Gen. Laws.)

h. School Records, Registers, and Reports. He shall see that the school records and registers are properly kept, and that the necessary reports are made by the supervisors, principals, teachers, and other employees with care, promptness and accuracy. (See Chap. 1, Sect. 4, Art.10)

i. Required State Reports. He shall make the following reports to the State Department of Education:

(1) General School Fund Statement, Part 1, in July, (Sect. 7, Chap. 70, Gen. Laws.)

(2) School Returns in July. (Sect. 3, 4, Chap. 72, Gen. Laws.)

(3) Annual Printed School Report before April 30th. (Sect. 4, Chap. 72, Gen. Laws.)

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(4) Prepare for Committee's use - List of teachers employed, Oct. 1st. (Teachers' Retirement Board) and, first of each month, list of withdrawals, change of salary, or new teachers employed.

(5) Official Returns to Department of Education, Part 1. Minors employed in calendar year. Immediately following Dec. 31st of calendar year. (See Chap. 1, Sect. 4, Art. 19d)

(6) State Ward Report to Department of Public Welfare, Division of Child Guidance and Guardianship, before July 1st. (Sect. 7, 10, Chap. 76, Gen. Laws.)

j. Bills and Payrolls. The Superintendent shall prepare and submit the payroll to the Committee for approval. Bills payable shall be submitted to the Committee for their approval. (See Chap. 1, Sec. 4, Art. 7)

k. Health and Safety Education. The Superintendent shall see that proper measures are taken to safeguard the health and safety of the children while under the jurisdiction of the School Department.

l. Teachers' Oath. The Superintendent shall administer the Teachers' Oath to all teachers in the Westford Schools in compliance with the General Laws, Sect. 30a, Chap. 71.

m. Tuition Bills. In June, the Superintendent shall forward to the Superintendents of adjunct towns, a bill for the tuition of the children of their respective towns who are in attendance upon the Westford Public Schools.

n. Payment of Salary. Payment of salary to the Superintendent will be made in twenty-four equal installments, minus deductions, payable on the first and fifteenth of each month.

o. Retirement Provisions. In compliance with Chapter 32, Sections 6 and 7, General Laws, all teachers, principals, and Superintendent are members of the Teachers' Retirement Board to which a 5% salary deduction is made.

p. Expenses of Superintendent. The Superintendent shall submit to the Committee at their regular

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p. Expenses of Superintendent. The Superintendent shall submit to the Committee at their regular

monthly meeting, a list of expenses incurred in the performance of his duties.

q. Sick Leave. The sick leave accorded the Superintendent shall be at the discretion of the Committee as the need arises.

r. Vacation for Superintendent. The Superintendent shall have one months vacation during the regular vacation of the Westford Public Schools. This must be taken between July 1st and August 15th. He shall notify the Committee when he takes his vacation.

Article 3. Supervisory Duties. It is the desire of the Westford School Committee that the supervisory work of the Superintendent be based upon democracy as the fundamental social philosophy and on the scientific method as the best means for the discovery of truth.

Democracy in supervision means enlisting the abilities of teachers and principals in the cooperative enterprise of improving teaching or other aspects of the teacher-learning situation.

Scientific supervision means respect for such facts as we now have and proper use of those facts. It means knowing how to derive and check for validity, new and current facts. It means replacement of muddled "atmospheric" analyses, and suggestions by competent, objective, analytic methods.

In the pursuance of his supervisory duties, whether it be in the preparation of courses of study, school visitations, issuance of bulletins, arranging of visiting days of teachers, holding or principals' and teachers' meetings, planning the inservice professional growth of teachers, or the supervision

of janitors, the Superintendent should be cognizant of the fact that GOOD SUPERVISION:

a. Should be based upon an understanding of changing American life.

b. Should be based upon an understanding of the present status of education.

c. Calls for the consistent application of a sound philosophy of education.

d. Makes constant use of research concerning the child, the learning process, and society.

e. Aims toward a school that meets individual needs.

f. Aims toward pupil growth through teacher growth.

g. Should be directive or creative, intermittant or continuous, depending upon the total situation at any given time.

h. Should be concerned with the preparation of teachers.

i. Uses the minimum of arbitrary commands and the maximun of skillful and tactful assistance.

j. Is effective when it uses the cooperation of all in formulating educational principles.

k. Should be adapted to the distinctive needs of the situation.

l. Should direct attention to educational values which at the time are perhaps being neglected.

m. Should be sensitive to the psychology of those who are led.

n. Should continually evaluate its own effectiveness.

o. Should be directed toward improvement in the general conditions of learning.

Article 4. Authority of Superintendent.

a. Temporary Appointments: He shall have power to fill all vacancies caused by temporary illness or necessary absence of teachers or other employees, or to make other temporary

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a. <u>Temporary Appointments</u>: He shall have power to fill all vacancies caused by temporary illness or necessary absence of teachers or other employees, or to make other temporary

arrangements relative to the schools which he may deem necessary. He shall report such action to the Committee at its subsequent meeting.

b. Closing of Schools: He shall have the authority to close any school or schools temporarily, whenever conditions are such as to endanger the health of the pupils.

c. Care of Physical Plant: He shall have the supervision of school property, and shall report to the Committee, along with recommendations, the condition of the school buildings with reference to extensive repairs and the need for incidental expenditures.

d. Assignment of Pupils and Classes: He shall have power to assign pupils to buildings and classes to schoolrooms, subject to the approval of the Committee.

e. Reports of Employees: He may require of any appointee of the Committee, an annual report of the work done in his department; all reports and communications of such appointees may be submitted to the Committee through him, and all orders or communications from the Committee to such appointees are to be transmitted through the Superintendent, unless otherwise provided in this Code.

f. Suspension of Pupils: He shall have power to suspend from school any pupil whose conduct or character is such as to be detrimental to the good order of the school or whose parents wilfully neglect or refuse to cooperate with the Superintendent, principals, or teachers in carrying out the regulations of the schools; such suspension is to be immediately reported to the parents or guardians of the pupil and to the Committee. The Committee is the only authority with power to expel a pupil from school, after first having granted him and his parents a hearing. (Chap. 77, Sect. 17, Gen. Laws.)

g. Demand of Resignation: The Superintendent may ask for the resignation of any School Department employee for due cause, and shall immediately present a written report thereof stating the reasons for his action, to the Committee.

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g. Demand of Resignation: The superintendent may ask for the resignation of any School Department employee for one cause, and shall immediately present a written report thereof stating the reasons for his action, to the Committee.

h. Assignment of Employees: He shall, subject to Committee approval, assign, promote, and transfer employees as he deems wise for the best interests of the schools.

i. Expenditure Limit: The Superintendent shall have the authority to make expenditures up to $250 at any one time.

Amendments to Section 1.

h. Assignment of Employees: He shall, subject to Committee approval, assign, promote, and transfer employees as he deems wise for the best interests of the schools.

i. Expenditure Limit: The Superintendent shall have the authority to make expenditures up to $250 at any one time.

Amendments to Section 1.

Section 2. Principals

Article 1. General Duties: Building principals are the responsible administrative heads of their respective schhols and are charged with the organization thereof and with the supervision and direction of their school staff and pupils and with the general maintenance of order and discipline. They shall be responsible for the general management of their schools, shall conduct them in accordance with the Code and the spirit of the general policies adopted by the Committee, shall cooperate with the Superintendent in carrying out his instructions and shall keep him informed of all matters concerning the school and teachers under their charge.

Article 2. Administrative Duties: It is not the desire of the Committee to inhibit the efficiency of a Principal by promulgating a detailed list of administrative duties incident to the successful conduct of a school building. However, a few general policies are suggested below as a core around which the Principal may plan his work.

a. Attendance: He shall see that the attendance in his school is regular and punctual and in strict accordance with the Superintendent's directives and the State Law regarding the same.

He shall be responsible for reporting cases of truancy or suspected truancy to the Supervisor of Attendance.

He has the right in his building to dismiss a child for health reasons or otherwise. He shall adhere strictly to the directions of the Superintendent regarding these matters.

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He has the right in his building to dismiss a child for health reasons or otherwise. He shall adhere strictly to the directions of the Superintendent regarding these matters.

He shall be responsible for the accurate keeping of attendance records by the teachers of his building.

b. Safety and Health of Pupils: It is the duty of the Principal to formulate and duly execute suitable policies for the protection and the health and safety of the pupils in his charge. This may include fire drill procedures, traffic rules in and about the building, checking inadequate or excessive room temperatures, and any other means of protection for the pupils in both fair and inclement weather. He may seek and expect the cooperation of the School Nurse and Physician in deciding matters pertaining to the health and safety of the children.

c. Discipline: The Principal shall be responsible for the maintenance of a high order of discipline in keeping with the general policies of the School Department and the necessities of his respective school.

Corporal punishment shall be administered only in the rarest of cases and with due caution; and then only at the discretion of the Principal. A teacher, after consultation with the Principal, may be delegated this authority; an immediate and detailed report in writing shall be made to the Superintendent.

d. Suspension of Pupils: The Principal may suspend a pupil from school for habitual disregard of rules, continued misdemeanor, opposition to authority, or for any other sufficient cause. Written notice of such suspension giving full details and reasons, shall be sent immediately to the parents and a copy to the Superintendent, and then to the Committee if necessary. The Committee is the only authority with power to expel a pupil from school.

e. Care of Buildings: The Principal shall be responsible for the cleanliness, sanitation, and safety of his building and grounds and shall be held accountable for same, except when conditions beyond his control have been reported in writing to the Superintendent. He shall also be alert for any

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improvements that might be made about his school building, reporting the same to the Superintendent.

f. Supervision of Custodians: The Principal shall supervise the work of the custodian.

g. Care of Equipment: The Principal shall be responsible for the care and accounting of all equipment committed to his charge.

h. Care of Supplies: The Principal shall make every possible effort to eliminate unnecessary cost or waste, and to find ways of economical and efficient management of supplies. He shall distribute and account for supplies in his own building, making a yearly requisition at a time designated by the Superintendent and incidental orders for books and supplies whenever necessary.

i. Defacement or Loss of Property: At the discretion of the Principal, a pupil who shall in any manner wilfully deface or otherwise injure any portion of a school estate shall be liable to punishment according to the nature of the offense. A pupil who defaces, loses, or destroys any book, apparatus, or other property belonging to the Town, may be required to replace the same or make good the cost of such replacement.

j. Special School Funds: The Principal shall see that a careful accounting is made of all funds raised and expended by his school. A report of such funds, showing receipts, expenditures, and the balance, shall be submitted to the Superintendent before the close of school each year for audit and approval. The bank passbook covering these funds must also be submitted to the Superintendent at the close of the school year for safe-keeping during the summer vacation.

k. Classification of Pupils: The Principal shall be responsible for the classification of pupils within his building.

l. School Entertainments: The Principal shall not allow entertainments, assemblies, or other events to which admission is to be charged and to which the children of the school are to be admitted, to be held in the school during the regular school hours.

m. Public and Press Notices: All notices to the public or to the press concerning school matters shall have the approval of the Superintendent.

n. Teacher Absence: The Principal shall make a weekly report to the Superintendent's Office of teacher absence or tardiness. The Superintendent shall define absence and tardiness.

o. Selection of New Teachers: Whenever possible, the Principal may participate with the Superintendent in the selection of new teachers for his building.

p. Authority During Absence of Principal: Each principal, with the approval of the Superintendent, shall appoint a teacher in his building to serve in his capacity during his absence from the building.

q. Functions in School Name: The Principal shall approve all functions held in the name of the school. However, no overnight functions of any kind whatsoever may be permitted.

r. Salary Policy: The maximum salary for elementary principals shall be $2500, all salary increments to be at the discretion of the School Committee. The same provisions regarding assistance for further study as those for teachers shall apply, except no salary increases may be earned in this manner.

The policy in regard to the Academy Principal is not defined at this time because of factors not yet clearly established.

s. Trustees of Westford Academy: Inasmuch as the trustees of Westford Academy exert a stimulative influence over the affairs of Westford Academy as well as being vitally interested in the higher education of Westford children, the Principal of the Academy

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is expected to cooperate fully with this group. The Academy Principal, by virtue of his office, is also a member of the Emily Fletcher Lecture Fund Committee.

t. Rules Applying to Principal: Unless otherwise stated in this Code, a Principal shall be subject to all rules governing teachers in the Town of Westford.

Article 3. Supervisory Duties: As with the Superintendent so with the Principal, all supervision should be done in the truly American democratic way of enlisting the cooperation of the staff, using the minimum of arbitrary commands and the maximum of skillful and tactful assistance. This supervision should follow the mode suggested in Chapter II, Section 1. Article 3 of this Code.

Amendments to Section 2.

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Amendments to Section 2.

Section 3. Teachers

Article 1. General Policies: When any person chooses to become a teacher, he or she automatically enters one of the highest of professions. He immediately exerts a tremendous influence which should be of a high order. Each and every teacher should strive to work harmoniously with all the other School Department employees. Children are very quick to notice any discord among adults working with them and they are just as quick in losing their respect for the teacher who is despotic or discourteous to other people, either teacher, pupil, or custodian. As stated in the Preamble of this code it is expected that the real efficiency of the school system will rest on a broader base than a mere set of rules. Human factors of sympathy, cooperation, mutual understanding, and the spirit to achieve a common goal are recognized as the basic sources or power in any organization.

a. Cooperation with Custodian: Since all honest labor is honorable, the teacher's influence over her pupils will be increased if she is courteous to and considerate of the school custodian. Such men are an essential part of the school force and should receive the good will and hearty cooperation af all teachers.

b. Cooperation with Principal: The Principal of the school should also be given courteous cooperation by his teachers at all times. The regulations for the general welfare and success of the school should be planned and discussed by the Principal and Teachers. When such plans have been made, it becomes the duty of each teacher to do her part in carrying out the

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stated regulations. However, if any teacher sees any place in the plans where a change could be made which would strengthen the whole system of rules, she should feel free to go to the Principal with such a suggestion. The Principal will welcome such interest and cooperation given by any teacher.

c. Cooperation with Superintendent: The Superintendent should also come in for his share of courtesy and helpfulness from every teacher in the system. He stands between the teachers and the School Committee who elects the teacher whom he recommends to them. It is to him that every teacher should take her problems and difficulties for his advice and counsel only after first having consulted her Principal.

d. Cooperation with School Committee: Although the School Committee seldom meets the teachers, they are vitally interested in the successful and harmonious working of all their employees. It is this group, the duly elected educational representatives of the voters, that stands between the employees and the public. They, therefore, want and deserve the wholehearted cooperation of the staff in the making and completion of school policies.

e. Familiarity with School Code: All teachers are required to be familiar with and carry out to the best of their ability and with a spirit of friendly cooperation the State Law and the rules, both of the School Committee and Superintendent, insofar as these rules and directions may apply to or concern them. Each teacher shall keep a copy of this Code, along with the Superintendent's directives appended thereto, in his desk at all times.

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interesting and worthwhile, or more difficult, monotonous, or less useful. Hence, teachers are invited, as stated in Chapter II, Section 3, Article 1b of this Code, to share in the making of administrative procedures.

a. Election of Teachers: The annual election of teachers shall take place at the regular April meeting of the Committee. This may continue into the May meeting. After notification of election, each teacher shall inform the Committee, through the Superintendent, within ten days whether he accepts or declines the appointment, and in case of acceptance, shall sign and return the original contract, keeping the carbon copy.

Whenever possible, teachers, after being elected, are expected to live in Westford.

The school year shall be September 1 through June 30, and teachers must be available for work during this ten-month period.

b. Tenure of Teachers: The procedure governing the tenure of Westford teachers shall be in strict conformity with Chapter 71, Sections 41, 42, of the General Laws.

c. Retirement of Teachers: In compliance with Chapter 32, Sections 6, 7, of the General Laws, all teachers, principals, and superintendents, are members of the Teachers' Retirement Fund to which a 5% salary deduction is made.

d. Payment of Salary: Payment of salary will be made in twenty equal installments minus deductions, payable on the first and fifteenth of each month, the first payment due on September 15 of each school year.

e. Salary Policy: It shall be the policy of the Westford School Department to retain and reward teachers of merit. This will take the form of direct salary increases and tuition assistance forfurther study.

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Assistance to those teachers doing graduate work shall take the following form:

1. A direct grant of $25.00 toward tuition fees for each three hours of graduate work approved by the School Committee and completed to their satisfaction, the limit to be $50.00 in any one year.

2. Payment to be made in the fall of the school year succeeding the one in which the work was done. No payments to be made unless the teacher returns to Westford to teach.

If courses are taken for two years, the lesser yearly amount awarded will be added to the teacher's salary. After two more years of study, the yearly amount awarded will be added to a teacher's salary. The limit of salary increment to be earned in this manner is $100.

Elementary: The salary range shall be $1200 - $1700 inclusive, not including the possible $100 to be earned by graduate study.

It shall be the policy of the Committee to pay beginning teachers a salary of $1200 when possible, with annual increases of $100 up to and including $1400.

Salary increases may be made up to and including $1700 at the discretion of the School Committee. The basis of these increases shall be a teacher's value to Westford Schools determined by:

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If courses are taken for two years, the larger yearly amount awarded will be added to the teacher's salary. After two more years of study, the yearly amount awarded will be added to a teacher's salary. The limit of salary increment to be earned in this manner is $100.

Elementary: The salary range shall be $1400 - $1700 inclusive, not including the possible $100 to be earned by graduate study.

It shall be the policy of the Committee to pay beginning teachers a salary of $1500 when possible, with annual increases of $100 up to and including $1400.

Salary increases may be made up to and including $1700 at the discretion of the School Committee. The basis of these increases shall be a teacher's value to Westford Schools determined by:

1. The teacher's ability to instruct pupils.

2. Her interest in her own professional improvement as indicated by further study.

3. Her willingness to do the extras that help boys and girls grow into worthy citizens.

Academy: The salary range shall be $1200 - $2200 not including the possible $100 to be earned by graduate study.

It shall be the policy of the School Committee to start beginning teachers at $1200 when possible, with automatic salary increases of $100 up to and including $1400. Beyond $1400 yearly salary increments shall be at the discretion of the School Committee.

f. Resignation of Teachers: A teacher may, with the approval of the Superintendent, resign during the school year on the first or fifteenth of any month by notifying the Superintendent in writing to that effect at least thirty days prior thereto.

The Superintendent may require a teacher to work during a portion or all of the succeeding pay period.

With the approval of the Superintendent, a teacher may resign at any time.

g. Working Day of Teachers: The working day of a teacher is not limited by the clock, but, nevertheless, it is obvious that no teacher can arrive at school with the pupils and go home with them without jeapordizing his or her educational contribution. The Superintendent shall define the hours at which a teacher shall be available in her classroom. A teacher not in her room in accordance with the Superintendent's directives shall consider it as a tardiness or an early dismissal and shall include a record of the same in the monthly attendance record sent to the Superintendent.

h. Absence of Teachers: Teachers will be allowed five days sick leave, with pay, during the school year. A death in the immediate family will constitute a part of this five day period. Claim for such sick leave must be made to the Superintendent

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within ten days after returning to work. Pay for any period in excess of said five days shall be the usual pay less the amount paid to a substitute teacher. This difference shall continue for a period of three months.

When attendance at school is not possible, the Superintendent, or in his absence the Principal, should be notified not later than 7:00 o'clock on the morning in question, preferably the night before, if possible. Similar notification should be given of plan to return to school by 3:00 o'clock P.M. the day before, if possible.

i. Health of Teachers: All newly appointed teachers of the Westford School Department shall be required to present evidence of having submitted to an X-ray examination for Tuberculosis. The results of said examination shall condition their appointment to the Westford Schools.

Following absence for a communicable disease, a teacher must present a doctor's certificate of health upon returning to school. The Committee may require a teacher, at any time, to present a certificate of health from a physician, in accordance with Chapter 71, Section 54, of the General Laws.

j. Teachers' Records: Every teacher shall keep readily availabe a register of the enrollment, attendance, marks and other required statistics of the class or classes in his charge, upon blanks provided for that purpose. The keeping of such records should not, under normal conditions, take up any of the school day assigned to class periods.

k. Requisitioning of Supplies: Requisitions for books and supplies shall be made on forms provided to the Superintendent, through the principals, on the specified days.

l. Teachers' Oath: In accordance with Section 30A, Chapter 71, of the General Laws, every teacher before entering upon the discharge of his duties shall take and subscribe to the Teachers' Oath as defined by the above named section of the General Laws.

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m. Admission of New Pupils: No pupil may be admitted to a class without first securing the approval of the Principal.

n. Transfer of Teachers: Teachers may be transferred at any time from any school, grade, or subject to any other school, grade, or subject.

o. Planning of Work: It is expected that each teacher shall do adequate and thorough planning, both daily and for longer periods, of the work to be carried on in the classroom. Each teacher is to keep a plan-book which shall at all times be available in his desk to supervisors or substitutes. The plan should be in sufficient detail so that the teacher or other user of the book shall understand the objectives of the particular lesson, or series of lessons, and the ways of obtaining these objectives.

p. Authority of Teacher: Teachers shall have authority, within the bounds and spirit of this Code, to make and enforce by reasonable means, any rules and regulations necessary and proper for the internal regulation of their schoolrooms, subject to the approval of the Principal.

q. Communications to Parents: All written communications to the parents must have the approval of the Principal before being sent.

Article 3. The Teacher and Supervision: The teacher has, for too long a period of time, regarded all supervision as an attempt to pry into her affairs. This is an entirely erroneous concept, one that has no place in the Westford Schools. The success of the pattern of supervision prepared in Chapter II, Section 1, Article 3, of this Code is dependent on the willingness and desire of both parties to share their knowledge and skills, to the end that more efficient instruction will be obtained for the children of Westford.

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Article 4. The Teacher and His Pupils: For a whole school year at a time, teachers and pupils must live and work together. The relationship between these people, teacher and pupil, may become one of a strong and lasting friendship and one filled with untold profitable moments if both teacher and pupil understand his or her own particular part in the game. For instance, one of the prime duties of a young man or woman, as he enters the teaching profession, is to establish and maintain a quiet yet friendly and helpful dignity as he works with his pupils. It is quite easy to do so while in the classroom; the real test comes when he meets his pupils outside of school hours, such as at games, parties, or when he conducts them on trips to some of the places where any kind of social function or game is to take place. Here he should maintain that warm, friendly, and helpful dignity in the manner which bars out familiarity, but commands the respect of every pupil. He must remember the old saying "Familiarity breeds contempt".

Every teacher should so conduct his behavior and work as to cast no reflections upon the teaching profession. The harmony and teamwork among the custodians, teachers, principals, superintendent and members of the School Committee as they work together should exert a great influence for good over the children in any school system. The good of the children is the chief objective for which schools are maintained.

Article 4. The Teacher and His Pupils: "For a whole school year at a time, teachers and pupils must live and work together. The relationship between these people, teacher and pupil, may become one of a strong and lasting friendship and one filled with untold profitable moments if both teacher and pupil understand his or her own particular part in the game. For instance, one of the prime duties of a young man or woman, as he enters the teaching profession, is to establish and maintain a quiet yet friendly and helpful dignity as he works with his pupils. It is quite easy to do so while in the classroom; the real test comes when he meets his pupils outside of school hours, such as at games, parties, or when he conducts them on trips to some of the places where any kind of social function or game is to take place. Here he should maintain that warm, friendly, and helpful dignity in the manner which bars out familiarity, but commands the respect of every pupil. He must remember the old saying 'Familiarity breeds contempt'."

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Following are a few items which the Committee believes will, by due attention thereto, help to develop and maintain a high level of teacher-pupil relationship in the Public Schools of Westford:

a. Health and Safety of Pupils: Teachers shall exercise supervision over the health and safety of the pupils, under the direction of the Principal, Physician, and Nurse. They shall exercise due care to see that the proper conditions of heating, lighting, seating, safety, and sanitation prevail.

(1) Schoolroom Conditions: Teachers shall give vigilant attention to ventilation, lighting, seating, safety, and sanitation of their rooms. They shall not allow any doors used by pupils to be locked or bolted during the school session. They shall keep room temperatures as nearly as possible at seventy degrees Fahrenheit.

(2) Supervision of Pupils' Recess Periods: Under the direction of the Principal, each teacher shall be required to spend the greater part of each recess period in the direction of play and in the supervision of pupils.

(3) Errands: Pupils shall not be sent on any errands outside of the school except by permission of the Principal.

(4) Communicable Disease: Immediately upon suspecting that a child has a communicable disease or has been exposed to one, the teacher shall refer the case to the Principal for action, said action to be governed by the Westford Board of Health and the directives of the Superintendent of Schools.

(5) Accidents: Very minor accidents such as scratches and bruises may be treated by the teacher but major accidents are to be referred to the School Physician or Nurse for attention. In all cases they should be

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(3) Grounds: Pupils shall not be sent on any grounds outside of the school except by permission of the Principal.

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(5) Accidents: Very minor accidents such as scratches and bruises may be treated by the teacher but major accidents are to be referred to the School Physician or nurse for attention. In all cases they should be

reported to the Principal and a written record kept showing pupil's name, date of accident, type of accident, cause and treatment.

(6) Vaccinations: It shall be the duty of the teacher to ascertain that all her pupils have been vaccinated, reporting to the Principal and School Nurse any pupils whose records do not indicate that he has been vaccinated.

(7) Safety Throughout Building and Grounds: It shall be the duty of every teacher to be alert to, and correct insofar as possible, any incidents of pupil behavior, or situations that might become detrimental to the health and safety of the pupils.

(8) Duration of Responsibility: Teachers should bear in mind the fact that legally and normally the school is responsible for the safety of the children, insofar as can be reasonably forseen, from the time they leave their parents until they again return to them.

b. Discipline of Pupils: Teachers shall maintain discipline by reasonable and proper means, avoiding corporal punishment so far as possible. When necessary, it shall be administered only at the discretion of the Principal. A record of each case shall be sent promptly to the Superintendent. (See Chapter II, Section 2, Article 2c)

(1) Detention of Pupils: Whenever it becomes necessary to detain pupils for extra help or punishment, the teacher must use careful, discreet judgment in seeing that the detention does not effect the health or safety of the pupil. Extra care must be taken in regard to bus pupils who should be detained only after consultation with the Principal.

c. Tutoring of Pupils: No teacher or member of the supervising staff shall teach private pupils on school days until the expiration of one hour after the regular closing hour of the school in which the teacher is employed.

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(8) Limitation of Responsibility: Teachers should keep in mind the fact that legally and morally the school is responsible for the safety of the children, insofar as can be reasonably foreseen, from the time they leave their premises until they again return to them.

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the teacher is employed. Except by written permission of the Superintendent, no teacher shall tutor for pay any pupil who is a member of any of his classes.

d. Gifts: The Practice of teachers receiving gifts from parents or children should be discouraged. The likelihood of accusation of favoritism or of hurt feelings will thus be lessened.

e. Care of School Property: It shall be the teacher's responsibility to see that the pupils in her charge exercise due care in the use of school property, reporting any serious cases of misuse or abuse to the Principal.

f. Functions in School Name: Before planning any function in the name of the school or his class, the teacher must first secure the approval of the principal. No overnight functions are to be permitted whatsoever.

g. Observance of Patriotic Holidays: In all the public schools the last regular session, or a portion thereof, prior to Memorial Day, shall be devoted to patriotic exercises. (Chap.71, Sect. 32, Gen. Laws) It is also urged that this be done in respect to other patriotic holidays.

h. Truancy: Teachers shall report to the principal all cases of real or suspected truancy.

i. Dismissals: No pupil shall be dismissed from school for any reason whatsoever, without the permission of the Principal.

j. Advertising in Schools: No teacher shall communicate or distribute or permit any other person to communicate or distribute, to any class any notice relating to other than school matters without first obtaining the Superintendent's permission. Unless authorized by the Superintendent, a teacher shall not permit the subcription or collection of money on school premises, or allow any article to be exhibited thereon for the purpose of sale or otherwise, or permit any person to enter a school for the purpose of photographing pupils, securing the names of pupils, or transacting any private business.

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k. Opening Exercises: In accordance with law, the daily session in each school shall open with Scripture readings without written note or oral comment. No pupil shall be required to read from any particular version or to take any personal part in the reading if his parents or guardian inform the teacher in writing that he has conscientious scruples against it. (Chap. 71, Sec. 31, General Laws) The reading from the Bible shall be followed by the Lord's Prayer by the pupils and the teacher. A flag of the United States of America shall be displayed in each assembly hall or other rooms in each such schoolhouse where the opening exercises on each school day are held.The salute to the flag and "Pledge of Allegiance" shall be given at least once a week.

l. Care of Rooms: The teachers will be held responsible for the neatness and good condition of their respective schoolrooms and all articles connected therewith.

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Section 4. Pupils

Since schools are established for the education of the children, these children, as pupils, therefore occupy a very important part in the Personnel of the School Department. Since practically all rules and regulations of a school department indirectly concern or affect pupils, the following rules are those specifically concerning pupils.

Article 1. Age of Admission: Pupils may be admitted to the Westford Public Schools if they have attained the age of five years and six months by the opening day of school in September.

Article 2. Compulsory Attendance: In accordance with law (Chap. 76, Sec. 1, General Laws) children who have reached the age of seven years and who are not receiving private insrtuction approved by the School Committee must enter the public schools and must remain in school until they have reached the age of sixteen, unless the child is at work with an employment certificate or a home employment permit. Exceptions are made only in cases of proven physical or mental incapacity.

Article 3. Exclusion for Non-Vaccination: No child shall be admitted as a pupil in any school who has not been successfully vaccinated, unless a certificate for non-vaccination is given as required by law. (Chap. 76, Sect. 15 and 16, Chap. III, Sect. 185, General Laws)

Article 4. Exclusion for Health Reasons: Any pupil suffering from or exposed to any disease deemed to be

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Article 3. Vaccination for Non-Vaccination: A child shall be admitted as a pupil in any school who has not been successfully vaccinated, unless a certificate for non-vaccination is given as required by law. (Chap. 76, Sect. 15 and 16, Chap. 111, Sect. 188, General Laws)

Article 4. Exclusion for Valid Reasons: Any pupil suffering from or exposed to any disease deemed to be

dangerous to the public health as listed in the regulations of the Board of Health or the directives of the Superintendent of Schools shall be excluded from school, and the fact shall be reported to the Superintendent at once. Such pupils shall not be readmitted to school without permission of the Board of Health or School Physician.

Article 5. Exclusion for Misbehaviour: A pupil may be suspended from school by the Principal or Superintendent for a sufficient period of time until assurance can be given by the parent that the child's misbehavior will not continue. (See Chap. II, Sect. 1, Art. 4g and Sect. 2, Art. 2d, of this Code) The School Committee is the only authority to expel a pupil from school after having granted him and his parents or guardian a hearing. (Chap. 77, Sect. 17, General Laws.)

Article 6. Excuses for Absence: When the Principal or teacher suspects that an absence is not legitimate, it will become the duty of the Principal or teacher to ascertain the cause, using whatever means that seem appropriate for the case.

Article 7. Duties of Parents in Regard to Attendance: It shall be the duty of the parents to cause their children to attend school regularly under penalty of the General Laws, Chapter 76, Section 2.

Article 8. Cleanliness of Pupils: Every pupil must come to school cleanly in person and dress. In case of neglect in this matter, the child shall be sent home to be properly prepared for school.

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Article 9. Care of School Property: The parents or guardians of any pupil who mutilates a book or wilfully destroys any of the property furnished by the Town for use in the schools, shall pay into the Town Treasury the value of replacement of the property, or replace the property, so damaged or destroyed.

Article 10. Tuition of Non-Resident Pupils: Tuition for non-resident pupils for the ensuing year of school shall be computed annually by the School Committee at their regular June meeting, said tuition shall not be less than the per capita cost, as figured under regulations of the State Department of Education. Tuition shall be payable semi-annually on January 1 and July 1, except when paid by a municipality.

Article 11. Classification of Schools: The course in the primary and grammar schools shall be eight grades and promotion to the High School shall be made at the end of the eighth grade, except in special cases approved by the Superintendent. Pupils may attend the school of their parent's choice, providing there are facilities available to accommodate them and the choice meets the approval of the Superintendent.

Article 12. "No-School" Signals: The Superintendent of Schools shall determine what the "No-School" signals will be and will publicize these at the opening of school in September.

Article 13. Employment Certificates: No child under sixteen years of age will be permitted to leave school

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to enter the employment of another individual or concern, except under the provisions of the General Laws, Chapter 149, Sections 86, 87, 88, and 89. Said certificate shall be issued by the Superintendent of Schools or a person of his choice.

Article 14. Requirements for High School Graduation: In order to be eligible to receive a diploma from Westford Academy a pupil must have acquired eighty credits.

Article 15. Classification of High School Pupils: These credits are acquired through his high school career in the following manner:

15 credits shall be required for Sophomore standing.
35 credits shall be required for Junior standing.
60 credits shall be required for Senior standing.

The subject courses in the Academy shall be rated on the basis of one credit for each daily class period requiring outside preparation. Two daily classes not requiring preparation shall be equivalent to one daily class requiring preparation. In addition to the above mentioned academic standing, a pupil must also satisfactorily close all school accounts in his name.

Article 16. Use of Tobacco: Pupils are absolutely forbidden to smoke anywhere in a school building or on the school grounds.

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Section 5. Building Custodians

Article 1. General Duties: It is not practical for the Committee to promulgate rules and regulations as to what the specific duties and responsibilities of the custodian shall be. However, the Committee does expect him to render faithful and efficient service, to be courteous and obliging to principals and teachers, to the public, and to one another; to be helpful toward the pupils at all times; to keep the buildings and grounds under his charge neat and clean in every respect, and the rooms properly warmed and well ventilated; to be ready at all times to respond for any call for his attendance at the buildings; to perform such duties as are within the scope of his regular custodial work, and to execute with promptness and intelligence the orders received through the proper channels.

In addition to his regular duties, he is also expected to perform various seasonal duties such as washing and treating floors during the summer vacation; washing all woodwork, walls, window glass inside and out, all electric fixtures during the summer vacation; refinishing desks during the summer vacation, if needed, under the direction of the Superintendent; removing snow and ice from walks and fire escapes during winter.

He shall conduct his work about the building in such a manner as not to endanger the safety of himself, staff, and pupils. He shall be alert to anything about the physical plant that might constitute a source of danger, reporting the same

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He shall conduct his work about the building in such a manner as not to endanger the safety of himself, staff, and pupils. He shall be alert to anything about the physical plant that might constitute a source of danger, reporting the same

to the Principal.

Article 2. Cooperation with Principal: Custodians shall work under the supervision of the Principal of his building, and the Superintendent of Schools. They shall attend to the official errands for the Principal and shall perform such other duties pertaining to school work as may be required of them.

Article 3. Cooperation with Staff: Inasmuch as pupils and teachers are expected to cooperate with and be courteous to the custodian, so should the custodian be expected to do likewise.

Article 4. Leaving Building: As a safety factor for the protection of all concerned, the custodian is not to leave the building, except for his regular lunch-hour, without the permission of the Principal.

Article 5. Heating and Ventilating: The custodian is expected to familiarize himself with the best procedures and principles of heating and ventilating his building, thus becoming an authority on the subject. It then becomes his duty, in cooperation with the Principal, to acquaint the members of the staff with the best procedures for controlling the heat and ventilation of their respective classrooms. Schoolrooms must be maintained at a minimum temperature of 70' F. during the hour designated by the Superintendent and a minimum temperature of 40' F. at all other times.

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Article 6. Maintenance Work: A custodian shall

do such light maintenance work as the Superintendent or Principal shall direct. He shall be alert to any needed repairs reporting the same to the Principal.

Article 7. Requisitioning Supplies: The custodian shall make a yearly supply requisition at a time and in a manner disignated by the Superintendent. Incidental orders for supplies may be given to the Superintendent as the need arises. He shall keep a close check on the fuel supply ordering more at least two weeks in advance of the date the fuel shall be needed.

Article 8. Personal Appearance: Custodians shall be clean and neat in their personal appearance at all times.

Article 9. Assistance to Custodians: It will be the policy of the School Committee to furnish assistants to the custodians upon their request to the Superintendent during periods of extreme cold or emergency.

Article 10. Appointment of Custodians: The election of custodians shall take place at the regular April meeting of the Committee. However, these elections may continue until the regular May meeting.

Article 11. Payment of Salary: Payment of salary will be made in twenty-four equal installments, minus deductions, payable on the first and fifteenth of each month.

Article 12. Sick Leave: Custodians will be allowed five days sick leave with pay during a years time. A death in the immediate family will constitute a part of this five day period. Claim for such sick leave must be made

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to the Superintendent within ten days after returning to work. Pay for any period in excess of said period of five days shall be the usual pay less the amount paid to a substitute custodian. This differential shall continue for a period of three months.

When attendance at school is not possible, the Superintendent, or in his absence the Principal, should be notified as soon as possible. Similar notification of plan to return should be given as early as possible.

Article 13. Vacations for Custodians: The custodians shall have two weeks vacation during the regular summer vacation of the Westford Public Schools, the time to meet the approval of the Superintendent.

Amendments to Section 5.

Section 6. Health Officers

Article 1. School Physician: The school Physician in cooperation with the Superintendent will through suggestion, conference, and inspection constantly endeavor to further the health interests of the schools. He shall be subject to call by the Superintendent and by the Principals of the Schools. He shall make regular visits to the schools in accordance with a schedule agreed upon. In case of accident to pupils during school sessions or while engaged in recognized school games, he may be requested to give emergency treatment.

The School Physician shall examine and certify all pupils for participation in Physical Education classes and school athletic teams.

Article 2. School Nurse: The School Nurse shall devote herself to the health interests of the schools and shall endeavor to secure the cooperation of the home. She shall act under the immediate direction of the Superintendent of Schools, and shall be subject to call by the Principals of the Schools.

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Amendments to Section 6.

Section 7. Supervisors of Attendance:

Article 1. General Duties: The Supervisors of Attendance shall cooperate with parents, teachers, principals, and Superintendent to secure regular attendance at school of all children of school age who are not legally permitted to be absent from school.

Article 2. Investigating and Reporting Cases: They shall promptly investigate all cases of absence and tardiness brought to their attention and they shall make a detailed report of each to the Principal of the School, and, if they deem it necessary, to the Superintendent.

Article 3. Formal Complaints: They shall, with the approval of the Superintendent, make formal complaints against truant pupils when such complaints seem necessary.

Article 4. Familiarity with General Laws: They shall make themselves thoroughly conversant with the General Laws relating to the absence of pupils, and the employment of minors, and they shall faithfully perform all the duties imposed upon them by the statutes.

Amendments to Section 7.

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CHAPTER III SCHOOL TRANSPORTATION

Section 1. The Contractor

Article 1. Compliance with General Laws: All school transportation for Westford children must be conducted in strict accordance with Chapter 90 of the General Laws.

Article 2. Bus Contracts: Contracts for school bus transportation shall be awarded on the basis of public bids at a time specified by the Committee, the Committee reserving the right to reject any or all bids.

Article 3. Direction of School Transportation: The Contractor shall be subject to the direction of the Committee and the Superintendent in matters concerning the transportation of pupils.

Article 4. Physical Examination of Drivers: All drivers of school buses, both regular and substitute, shall be required to submit to a physical examination twice yearly, in August prior to the opening of school and in February. This examination shall be give at the expense of the Town and by a doctor of the Committee's choice.

Article 5. Substitute Drivers: All contractors shall in August submit a list of the substitute drivers to the Superintendent for his approval. No additions or changes may be made in the list at any time without the approval of the Superintendent.

CHAPTER III SCHOOL TRANSPORTATION

Section 1. The Contractor

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Article 5. Substitute Drivers: All contractors shall in August submit a list of the substitute drivers to the Superintendent for his approval. No additions or changes may be made in the list at any time without the approval of the Superintendent.

Article 6. Bus Schedules: The Superintendent shall in conjunction with the contractor, establish a regular bus schedule, all buses to be at designated points according to such schedule. A copy of the schedule is to be on file in the office of the Superintendent.

Article 7. Conduct on Buses: A high degree of discipline shall be maintained on buses at all times. Drivers may expect and shall receive the same support of the School Department as that accorded a classroom teacher.

Amendments to Section 1.

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Amendments to Section 1.

Section 2. The Bus Passenger

Article 1. To Whom Transportation is Granted: All children living a mile or more from their respective schools may, with the approval of the Committee, be granted transportation. In compliance with Chapter 71, Section 68, General Laws, all children living two or more miles from their respective schools must be provided with transportation. Teachers living on the bus routes and at a distance of a mile or more from the school may also have the privilege of riding on the bus.

Article 2. Pupils at Stops: Pupils shall be at the bus stops at the specified time and shall not expect the driver to wait for them.

Article 3. Conduct on Buses: Drivers shall maintain order on their buses. They may expect and shall receive the same support of the School Department as that accorded the classroom teacher. Flagrant misconduct shall lead to the pupil being deprived of his bus privileges for such time as the Superintendent deems advisable.

Amendment to Section 2.

Section 8. The Bus Passenger

Article 1. To Whom Transportation is Granted:

All children living a mile or more from their respective schools may, with the approval of the Committee, be granted transportation. In compliance with Chapter 71, Section 68, General Laws, all children living two or more miles from their respective schools must be provided with transportation. Teachers living on the bus routes and at a distance of a mile or more from the school may also have the privilege of riding on the bus.

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Amendment to Section 8.

CHAPTER IV USE OF SCHOOL BUILDINGS

Section 1. Use by Outside Organizations

Article 1. General Policies: It is the policy of the School Committee to permit as wide use of the school buildings for civic, educational, or charitable purposes as may be consistent with the requirements of the schools and with Chapter 71, Section 71, of the General Laws as amended in 1935. Requests by Town officers, boards of official committees will be honored. Use will be granted to clubs societies, or organizations for programs which are of an educational nature. Use may also be granted to organizations conducting entertainments, the net proceeds of which are to be devoted to civic, educational, or charitable objects. It is not expected that applications by individuals for use of space will be available, the privilege being confined to groups having official organization. Application may be recognized from individuals if they represent individual groups meeting for a neighborhood or community purpose.

It is not the intention of the School Committee to grant the use of the school halls in competition with other halls offered for rent in the Town. The Committee reserves the right to decide for itself whether a particular use is one which may more properly be adapted to a public hall than to one of the school halls.

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It is not the intention of the School Committee to grant the use of the school halls in competition with other halls offered for rent in the Town. The Committee reserves the right to decide for itself whether a particular use is one which may more properly be adapted to a public hall than to one of the school halls.

Article 2. Application for Use: Application for use of school buildings must be made to the Superintendent at least ten days in advance of the date desired, on a blank secured from the Superintendent.

Article 3. Smoking in Buildings: Smoking or the use of alcoholic beverages in any part of the building is forbidden.

Article 4. School Staff in Attendance: One or more members of the school staff, usually the custodial staff, shall be on duty during the entire time the facilities are in use. The number to be on duty depending upon what the facilities are to be used for and will be determined by the Superintendent after receipt of the application.

Article 5. Fees: Fees charged by the Town for the use of school buildings shall be sufficient to cover the cost of supervision, said fee to be established by the Committee. In order for the custodian to be authorized to open the building the total amount of the fees to be charged must be deposited in the office of the Superintendent at least twenty-four hours before the facilities are to be used. If the fee is to be paid by check, it shall be made out to the custodian named on the permit for the use of the facilities.

Article 6. Police Protection: The Committee may require the attendance of one or more police officers as in its judgment may be deemed necessary, the expense of the same to be paid by the user of the facilities. The user shall make necessary arrangements with the Police Department.

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Article 6. Police Protection: The Committee may require the attendance of one or more police officers as in its judgment may be deemed necessary, the expense of the same to be paid by the user of the facilities. The user shall make necessary arrangements with the Police Department.

Article 7. Charging of Admission: Admission may be charged by persons or organizations using such buildings only if the proceeds are to be used for civic, educational, or charitable purposes as distinguished from the general maintenance and running expences of an organization. The purpose should be clearly stated on the application.

Article 8. Rejection of Application: The Committee reserves the right to reject any application if in its judgment such action is suitable and proper.

Article 9. Weekly or Periodic Meetings: Use of school facilities granted an organization for weekly or periodic meetings must be renewed at the beginning of each school year.

Article 10. Restitution for Damages: The organization making use of the school buildings shall make good any damage resulting from such use.

Article 11. Special Regulations: The Committee may make special regulations for the use of school buildings as it deems necessary.

Article 12. Attachments to School Property: No decorations, furniture, scenery, or other fixtures shall be attached to any part of any school building, except with the permission of the Superintendent.

Article 13. Use of School Equipment: No stage equipment or scenery, property of the school or classes shall be used without permission of the Superintendent.

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Article 13. Use of School Equipment: No stage equipment or scenery, property of the school or classes shall be used without permission of the Superintendent.

Article 14. Revocation of Permits: The Committee may revoke any permit at any time.

CHAPTER V SCHOOL ATHLETICS

Section 1. Grammar School Athletics

It shall be the duty of the grammar school Principals to provide and control a well balanced program of athletics suitable for the various age groups within their buildings. They shall exercise due care in the protection of the health and safety of the children while engaged in these activities. However, no child may participate in any school organized and sponsored athletic team without first securing the approval of the School Physician.

Amendment to Section 1.

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Amendment to Section 1.

Section 2. High School Athletics:

Article 1. Control of Athletics: The Principal of the Academy shall have the general supervision and control of all athletics and shall be responsible for their proper administration. He shall have full authority to restrict or deny participation by any pupil in any school athletic organization whenever, in his judgment, the conduct or standing of such pupil is unsatisfactory.

Article 2. Rules Governing Athletics: Westford Academy athletics shall be conducted in strict accordance with the By-Laws of the Massachusetts High School Principals' Association.

Article 3. Eligibility Rules: In addition to conforming to the eligibility rules of the Massachusetts High School Principals' Association, a pupil in order to become a member of an athletic team or to participate in Physical Education, must submit to a physical examination by the School Physician and may not play without the approval of said Physician. He must also secure his parents' written permission in order to become a member of the team. He shall also become a member of the Athlete's Accident Benefit Fund as provided by the Council of New England Secondary School Principals' Association.

Amendments to Section 2.

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Amendments to Section 2.

INDEX

INDEX

INDEX (cont'd)

INDEX (cont'd)

INDEX (cont'd)

INDEX (cont'd)

INDEX (cont'd)

INDEX (cont'd)

INDEX (cont'd)

INDEX (cont'd)

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At the conclusion of the special meeting of the Westford School Committee, held for the purpose of examining and approving this Code, it was gratifying to the author to learn that the Committee found it necessary to revise part of one article only in the whole Code.

This Article 1, Section C, Chapter I, in its original form was as follows:

> Organization: The organization of the Committee shall be as follows: a Chairman, to be elected by ballot, and a Secretary, who shall be the Superintendent of Schools. These officers shall be elected at the organizational meeting or whenever a vacancy occurs. In the absence of the Chairman, the Secretary shall preside until a Chairman protem is elected.

After discussion, the Committee voted to strike out the section in reference to the Secretary, which reads, "who shall be the Superintendent of Schools". The Committee stated that, "We want our superintendent to be our advisor. Writing the minutes would place too much of a burden upon him. We want the Superintendent free to follow all discussions at all times."

Following is a tabular record of the results and comments made by the Westford School Committee while approving this code.

At the conclusion of the special meeting of the Westford School Committee, held for the purpose of examining and approving this Code, it was gratifying to the author to learn that the Committee found it necessary to revise part of one article only in the whole Code.

This Article 1, Section 2, Chapter I, in its original form was as follows:

> Organization: The organization of the Committee shall be as follows: a Chairman, to be elected by ballot, and a Secretary, who shall be the Superintendent of Schools. These officers shall be elected at the organizational meeting or whenever a vacancy occurs. In the absence of the chairman, the Secretary shall preside until a Chairman pro-tem is elected.

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At the conclusion of the special meeting of the Medford School Committee, held for the purpose of examining and approving this Code, it was gratifying to the author to learn that the Committee found it necessary to revise part of one article only in the whole Code.

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Following is a tabular record of the results and comments made by the Medford School Committee while approving this code.

Section of Code Referred To	Committee Comments
Chapter I, Section 2, Article 2. Standing and Special Committees: The Committee shall appoint no Standing or Special Committees whatsoever. The Committee shall act as a whole on all matters.	"This is a good article. We can save ourselves a lot of trouble by working together on all matters."
Chapter I, Section 4, Article 2. Unit Action: In performing these duties the Committee shall act as a unit; that is, all questions shall be settled by formal vote of the Committee sitting in duly authorized meeting. Matters of detail, or those requiring such prompt action that there is no time for a full Committee meeting, may be decided by the Superintendent subject to the subsequent approval of the Committee.	"Amen to that."
Chapter I, Section 3, Article 1. Chairman: The chairman shall preside at all meetings and shall have the right to vote on all matters before the Committee. Otherwise, except as specified in this Code or the State Law, his rights or duties shall be those of any other member of the Committee.	Question: "Should the Chairman vote?" Answer: "Conceded he should have the right to vote but he could exercise his discretion whether to or not. The Chairman's duty is to see that all questions are put and discussed fairly."
Chapter I, Section 4, Article 4. Annual Budget: At the December meeting the School Committee shall act upon the Superintendent's budget recommendations and approve a budget for the ensuing year to be submitted	"This is good. We should have a month's leeway before meeting with the Town Finance Committee."

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Chapter I, Section 4, Article 5. Annual Report:
At the regular January meeting the Committee shall act upon the annual report submitted by the Superintendent.

"We should have the Superintendent's report, reject or accept it, and authorize its publication. The custom of having the Chairman and Superintendent write reports which the Committee never sees should be abandoned at once."

Chapter I, Section 4, Article 7. Bills and Accounts:
(A long detailed procedure as to the method of paying bills and accounts.)

"This is our present procedure."

Chapter I, Section 5, Article 1. Quorum:
Four members of the Committee shall constitute a quorum.

"A majority of the whole Committee makes a good quorum."

Chapter I, Section 6, Article 2. Suspension of Rules:
These rules and regulations or any one or more of them may be suspended by a two-thirds vote of the Committee.

"There always has to be an escape clause in any contract."

Chapter I, Section 7, Article 1. Complaints:
Any complaints or representation which any person desires to make about school matters shall be presented or referred to the Superintendent of School. These complaints must be in writing. Any individual desiring to meet with the Committee should first make his request through the Superintendent.

"This is good. We have no authority as individuals anyway."

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Chapter I, Section 7, Article 2.
Appeals:

An appeal from the decision of the Superintendent to the Committee must be in writing and signed. The Committee shall deal with the members of the school staff only through the Superintendent, except in cases of appeal from the latter's ruling.

"We don't want to be bothered by having to deal with teachers in routine matters."

Chapter II, Section 1, Article 1.
General Duties of Superintendent:

(A long general statement of the Superintendent's duties.)

"This is our present policy."

Chapter II, Section 1, Article 2Q
Sick Leave:

The sick leave accorded the Superintendent shall be at the discretion of the Committee as the need arises.

"We would rather not set a definite period. We can't very well employ a substitute for the Superintendent. The length of his absence with pay should be left to the discretion of the Committee."

Chapter II, Section 1, Article 2R.
Vacation for Superintendent:

The Superintendent shall have one month's vacation during the regular summer vacation of the Westford Public Schools. This must be between July 1 and August 15. He shall notify the Committee when he takes his vacation.

"The superintendent is needed at the close of the school year to get out reports and see that summer repair work is started. He should be on the job before the opening day of school."

Chapter II, Section 1, Article 4Q.
Suspension of Pupils:

He (Sup't) shall have power to suspend from school any pupil whose conduct or character is such as to be detrimental to the good order of the school or whose parents wilfully neglect or refuse to cooperate with the Superintendent, Prin-

Question: "Only the School Board can expel a pupil?"

Answer: "Yes."

Chapter I, Section 7, Article 2.
Appeals:

An appeal from the decision of the Superintendent to the Committee must be in writing and signed. The Committee shall deal with the members of the school staff only through the Superintendent, except in cases of appeal from the latter's ruling.

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Chapter II, Section 1, Article 29
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The sick leave accorded the Superintendent shall be at the discretion of the Committee as the need arises.

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Chapter II, Section 1, Article 28.
Vacation for Superintendent:

The Superintendent shall have one month's vacation during the regular summer vacation of the Westford Public Schools. This must be between July 1 and August 15. He shall notify the Committee when he takes his vacation.

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Chapter II, Section 1, Article 42.
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He (Supt.) shall have power to suspend from school any pupil whose conduct or character is such as to be detrimental to the good order of the school or whose parents wilfully neglect or refuse to cooperate with the Superintendent. Pain-

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Answer: "Yes."

cipals, or Teachers in carrying out the regulations of the schools; such suspension is to be immediately reported to the Committee and to the parents or guardian of the pupil. The Committee is the only authority with power to expel a pupil from school.

Chapter II, Section 2, Article 2C.
Discipline:

The principal shall be responsible for the maintenance of a high order of discipline in keeping with the general policies of the School Department and the necessities of his respective school.

Corporal punishment shall be administered only in the rarest cases and with due caution; and then only at the discretion of the Principal. A teacher, after consultation with the Principal may be delagated this authority. An immediate and detailed report in writing shall be made to the Superintendent.

"Corporal punishment in rare cases may have value if used with discretion." (Reminiscences of school days.)

Chapter II, Section 3, Article 2B.
Tenure of Teachers:

The procedure governing tenure of Westford Teachers shall be in strict conformity with Chapter 71, Sections 41,42 of the general laws.

Question: "Should we write this out more specifically?"

Answer: "The law is quite detailed. Wouldn't it be better just to refer to the law?"

Chapter II, Section 5, Article 12.
Sick Leave:

Custodians will be allowed five days sick leave with pay during a year's time. A death in the immediate family will constitute a part of this five day period. Claim for such sick leave must be made to the Super-

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intendent within ten days after returning to work. Pay for any period in excess of said period of five days shall be the usual pay less the amount paid to a substitute custodian. This differential shall continue for a period of three months.

Chapter II, Section 5, Article 13.
Vacation for Custodians:

The custodians shall have two weeks vacation during the regular summer vacation of the Westford Public Schools, the time to meet the approval of the Superintendent.

"The custodian should arrange with the Superintendent when he should take his vacation."

Chapter III, Section 1, Article 4.
Physical Examination of Drivers:

All drivers of school buses, both regular and substitute, shall be required to submit to a physical examination twice yearly, in August prior to the opening of school and in February. This examination shall be given at the expense of the town and by a doctor of the Committee's choice.

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Following the approval of the Westford School Code by the School Committee it was submitted to the Town Counsel for a legal opinion and a written statement of approval. In addition to suggesting many minor changes in the wording of various sections he noted some major changes even to declaring that some parts were illegal.

In the Preamble of the Westford Code it was originally written that "The function of the School Committee, a Lay Board, is essentially legislative and judicial, not executive." According to the Counsel, this may be true in some states but not in Massachusetts whose statutes give the Committee unlimited power in the running of the schools. They can assume every school function they wish to the point of making the Superintendent just an "Office boy". Of course this is true legally, but practically, it seldom works this way, especially if the superintendent is alert to developing a good working relationship between himself and the Committee.

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The section prescribing the duties of the Chairman of the School Committee originally read:

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In regard to the above section, the Counsel ruled that we must omit the last statement saying that we "Cannot limit or enlarge the duties of a Public Official."

In several sections of the Code an attempt was made by the author to "Build-up" the position of the Superintendent. However, from the legal point of view the Counsel was quick to overrule these parts. For example the Superintendent was referred to as the "general manager" of the school system. This title is impossible under the Massachusetts Law which allows the Committee to manage all affairs, if it so desires. An attempt was also made to give the Superintendent authority to purchase supplies which is illegal according to Chapter 71, Section 48 of the General Laws which states that the Committee is to do the purchasing. However, the Counsel stated that practically, the Superintendent is a far better buyer of supplies than the Committee and he should be allowed to continue. It is better not to mention the purchasing of supplies in the Code, for what is not printed is more difficult to prove illegal.

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The Westford School Code was then returned to the School Committee for a final consideration in the light of the legal opinion submitted by the Town Counsel.

Upon the Committee's approval, the Town Counsel then agreed to write and sign a legal opinion for the inclusion in the Westford School Code.

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CHAPTER V

CONCLUSIONS

After having read the related literature in the field of School Board Rules and Regulations, examined and studied sample rules from several Middlesex County towns, and conferred with Superintendents, Principals, Teachers and others in the educational field, it then became the problem of the writer to examine all the sample rules in their entirety, classify their contents, retain or reject parts of this classification, and then write a workable set of Rules and Regulations for the approval of the Westford School Committee.

In the formulating of the Westford School Code it was necessary that a basic philosophy in the form of guiding principles be established if the Westford Code was to serve the purposes set forth in its Preamble. These purposes are as follows:

1. To establish the internal structure of the school system.
2. To guide school action.
3. To establish sources of authority.
4. To prevent misunderstandings.
5. To clarify the thinking of those who issue it and those who read it.
6. To facilitate the induction of new officers and employees.

In order to assure the fruition of the above purposes it was necessary that the writer be guided by certain basic principles as he organized and wrote the Westford Code. A summary

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In order to assure the fruition of the above purposes it was necessary that the writer be guided by certain basic principles as he organized and wrote the Westford Code. A summary

of these principles is as follows:

1. The rules must be consistent with the law.
2. They must be clear and concise in statement.
3. The basic principles of school administration must be applied at all points.
4. The book of rules must establish policies and fix major purposes, plans and procedures.
5. The book of rules should not be concerned with minor purposes, methods, devices or machinery.
6. The organization of the rule book should be based upon a clear analysis of the functions to be performed and should take account of facility and convenience in consulting it.
7. The responsibilities and rights of the individuals concerned must be clearly fixed.
8. The rules should be formulated under the guidance of the superintendent by those who are to apply them.
9. The rules should meet the full approval of the superintendent and committee and be formally enacted by the committee.
10. A provision for amending the rules should be included.
11. A provision for reviewing and revising the rules should be included.
12. The rules should make allusions to the General Laws and also be cross-referenced within themselves.
13. Organization charts to establish lines of authority should be included.
14. An analytical table of contents and an index to the rules are essential to the workability of the regulations.
15. Rule books should be in loose leaf form to facilitate revision work.
16. Printed, bound books of rules should include blank pages at the end of various sections for the adding of revisions and amendments.
17. The Superintendent or committee chairman should write a forward for the manual and contain the following information:
    a. Emphasize that the manual does not provide definite answers to all questions of policy or procedure.
    b. Request the employees to make an intelligent application of the policies as they concern them in their daily work.
    c. Request the employees to apply the basic policies to new situations as they arise.
    d. Request the employees to bring attention to any regulations which violate the educational purposes of their schools.
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19. Rules and regulations of systems of merit should be studied.
20. Previous votes of the board should be studied and incorporated where desirable.
21. Before the school committee finally adopts the rules, they might well be submitted to authorities in the field or the state department of education for review and criticism.
22. When the school committee votes for the adoption of the rules, it should be done by the committee as a whole.
23. The code should make all members of a system familiar with the powers and duties of all other members of the system.
24. The rules should not restrict or kill initiative.
25. The rules should encourage individuals to feel free to act within certain defined limits.

After examining sample sets of rules from towns of Middlesex County, it was the conclusion of the author that too many towns violate principles five and twenty-four mentioned above. Unless a sound philosophy of educational administration is present within a school system, it is very easy to have the rules concern minor details and methods, (Principle 5) which will in turn restrict or kill initiative, (Principle 24). When initiative is restricted, totally or partially, a school system is bound to regress not progress. A school code that creates this situation is therefore defeating its primary purpose which is to promote the efficiency of the school system to the end that better education will be offered to the children of the community.

Upon the completion of this study, it is the desire of the author that similar studies be conducted in the field of handbooks used by the personnel of various school systems and developed by their own administrative staffs. Handbooks for

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